



Subcommittee on
Columbus Division of
Police Recruitment
and Hiring Practices

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*A Symbol of Fairness and Neutrality: Policing
Diverse Communities in the 21st Century*

“Having a department that reflects the community it serves helps to build community trust and confidence, offers operational advantages, improves understanding and responsiveness, and reduces perceptions of bias.”

「Key Takeaways from Narrative」

To create a department that implements 21st Century Policing, the Chief does not act in a vacuum. City elected officials and civilian employees share in the support of the Chief and CDP leadership to provide the necessary resources to meet recommendations from the Commission as well as Matrix when creating a strategic plan.

The plan to attract, increase and retain diverse candidates is created when strong CDP leadership and community involvement works together. Once the hiring practices are reviewed and improved, CDP leadership must be accountable to their recruitment and hiring plan with measurable goals. Strategies to increase diversity must be incorporated into the long-term strategic plan.

Beyond the benefit of community engagement and collaboration, inviting community members to participate in the selection process strengthens CDP's community relationships and allows community members to provide input regarding neighborhood needs during the selection process.

Incorporating a case management model highlighting the individual applicant by monitoring each step in the process is highly recommended. Applicant disqualification points should be identified and meticulously scrutinized to ensure that exclusion decisions are based on failure to meet essential selection standards.



Recommendations.

General Recommendations.

- In addition to the Chief, ownership and accountability of the hiring and training process assigned to a Deputy Chief.
 - Responsible for diversity outcomes.
 - Diversity outcomes tied to a performance evaluation and reported in annual report.
 - Women, racial and ethnic minorities, LGBTQIA+
- Move HR Bureau from Public Accountability Subdivision and placing it under Community Services Subdivision.
 - Recruitment, hiring, training, professional standards report through a single reporting structure/deputy chief.
 - Recruitment Unit is reassigned to the HR Bureau with no patrol responsibilities.
- Expand the review of prospective recruits. Establish a joint CDP/CSC review committee to make recommendations to the Safety Director.
- Remove all Civil Service Commission Human Resource responsibilities from the Police Department Administrative Subdivision and placed in the general City Human Resources Division.
- Director of Diversity & Inclusion reporting to the Mayor's Office/Public Safety Director.

General Recommendations.

- Establish the concept of case management to assign applicants to a specific point of contact who remains consistent throughout each step of the hiring process.
- Independent audit of recruiting and testing included in annual report.
- Establish a budget that realistically meets the needs for resources, Recruitment Unit personnel and related resource costs.

Recruitment Recommendations.

- Civilian liaisons within recruiting unit to new American, LGBTQIA+ and minority communities.
- Recruiting materials available in multiple languages.
- Recruiting incentive to include underrepresented minorities including LGBTQI+ with an intentional effort to recruit successful candidates meeting the hiring standards.
- Connecting CDP recruitment and Explorer's program with CSU or other CTE programs.

Recruitment Recommendations.

- Co-recruiting/referral to civilian jobs if not meeting minimum age requirements or fitness level
- Bench mark size of recruiting staff/resources against similar sized cities: Baltimore, Charlotte, Denver, Indianapolis, Austin, San Francisco
- Residency incentive program
 - Atlanta – home down payment assistance program partnership between police department, police foundation and land bank.
- Referral based incentive program for city residents and underrepresented minorities.
 - Candidates invested in the community by living in the areas in which they patrol
- Stop the practice of using credit scores to screen prospective recruits.
- Establish a lateral transfer process into CDP for current OPOTA-certified individuals or out of state certified officers

Testing Recommendations.

- Bonus points for successful alumni of Explorers & cadet programs and current civilian City employees
- Points for additional language fluency/competency/skill set on testing
- Preferential points on COPE for successful completion of prior training programs
- Cultural competency training for those scoring COPE
- Add trained community members to the COPE panel
- COPE scenarios designed to bring out problematic bias
- Manager over background investigations, polygraph testing and oral boards should be provided the opportunity to obtain polygraph training/certification and complete certification within an reasonable time period.

Miscellaneous/Other Recommendations.

- Move all EEO/Sexual Harassment complaints from Internal Affairs to the City of Columbus EEO office.
- Submit all testing materials for a third-party cultural relevancy and implicit bias review.
- Mentors through training academy and first 3 years of service, especially for women, minorities and LGBTQIA+.
- Update the uniform standards to allow for culturally specific head coverings.

Topics to further explore.

- Address problematic practices in polygraph – identify an administrator to audit examiners' conclusions for potential bias.
- Address the perceived subjective nature and interrogative practices of the oral board review process. There does not appear to be a standard length of time to interview applicants.
- Assess the knowledge, skills and impartiality members to create an inclusive and diverse oral review board
- Review the practice of subjectively applying perceived qualifiers, primarily in background checks to certain candidates and not others.
- Recommend training committee research and implement implicit bias training.

Topics to further explore.

- One civil service test a year makes it hard to keep recruits in the process. Can this be shortened/expedited? Can a civil service test be offered twice a year? What does this do to the testing/hiring/background process?
- Address the lack of feedback available to candidates when not successfully selected.
- Review the process for putting candidates "on hold".
- Review current citizenship requirement.



Topics to consider from Public Testimony.

- Mandatory drug and alcohol testing of an officer involved in a critical incident.
- Establish an independent civilian review board.
- Establish a Division of Compliance and Ethics.

thank you.